

# Our competency framework

BA1 - BA4



In this document, you'll find descriptions of the five competencies which form our Selection and Assessment Framework. These are underpinned by the Barclays Capabilities, which describe the skills our colleagues need to achieve our goal of becoming the 'Go-To' Bank.

You will be assessed against 3-5 of these competencies, and you'll be told before your interview which these are.

# 1. Leadership skills

Leads by example, builds strong relationships, motivates and inspires people. Takes accountability for own development and supports others through sharing knowledge and honest two-way feedback.

## What does this look like?

CAPABILITIES	BEHAVIOURS
Developing others	<ul style="list-style-type: none"><li>Provides regular, constructive and objective feedback to colleagues to support their development.</li><li>Supports colleagues with their development by offering help and support.</li><li>Openly shares their knowledge, experience and expertise to support others' learning and development.</li><li>Invests time in developing own skills and capabilities to meet future business needs.</li></ul>
Enabling high performance	<ul style="list-style-type: none"><li>Agrees personal objectives that deliver a clear contribution to the team.</li><li>Embraces autonomy and uses initiative within agreed parameters to deliver own objectives, overcoming obstacles to achieve goals.</li><li>Delivers to a high standard, taking responsibility for own actions and outcomes.</li><li>Recognises both high and low performance in self and others, challenging team members in a constructive manner.</li></ul>

## 2. Business skills

Applies analytical reasoning and judgement to solve problems, employing appropriate resources to drive continuous improvement and innovation. Makes informed transparent decisions and considers the broader implications. Takes ownership for decisions that impact your area.

### What does this look like?

CAPABILITIES	BEHAVIOURS
Driving continuous improvement and innovation	<ul style="list-style-type: none"><li>Seeks to improve results by applying review and improvement methodologies to their work.</li><li>Collaborates with colleagues both inside and outside the team to identify new and better ways of doing things.</li><li>Looks for small improvements as well as major developments to deliver on-going benefit to their role and their team.</li><li>Supports continuous improvement by putting forward practical, ethical and viable suggestions.</li></ul>
Defining and executing change	<ul style="list-style-type: none"><li>Willingly takes on board new or different ways of working.</li><li>Actively supports change and other initiatives by encouraging others to do so too.</li><li>Seeks a clear understanding of their role and the steps that need to be taken in order to deliver successful and sustainable change.</li><li>Understands the benefits and impact of change to ensure their contribution supports the success of new interventions.</li></ul>
Commercial decision making	<ul style="list-style-type: none"><li>Demonstrates a broad understanding of how the bank operates and the metrics used to measure performance.</li><li>Analyses problems and evaluates options in a logical and systematic way.</li><li>Seeks the advice of stakeholders to better create clarity in complex situations, understand problems, evaluate options and make decisions.</li><li>Reprioritises own activities to respond to new information and changing requirements whilst staying focussed on results.</li><li>Considers the impact of their actions and decisions on key stakeholders, seeking to deliver a positive outcome for those involved.</li></ul>

### 3. Interpersonal skills

Effectively communicates and influences different audiences using suitable channels for achieving clear outcomes, consensus and conflict resolution. Takes initiative to effectively partner and collaborate across the organisation and externally to drive performance.

#### What does this look like?

CAPABILITIES	BEHAVIOURS
Building self-insight	<ul style="list-style-type: none"><li>• Regularly reflects on own behaviour and has an accurate understanding of personal drivers, strengths and development areas.</li><li>• Understands the impact of their own behaviour and actions on others.</li><li>• Plays to strengths and works on weaker areas to maximise personal effectiveness.</li><li>• Understands and adapts own behaviour to have a positive impact on others.</li></ul>
Building relationships	<ul style="list-style-type: none"><li>• Establishes positive relationships with colleagues based on trust and mutual respect.</li><li>• Proactively develops relationships with colleagues both inside and outside their own team.</li><li>• Invests time and effort in understanding others' perspectives and uses this to strengthen relationships.</li><li>• Uses convincing arguments to influence others effectively.</li></ul>
Working collaboratively	<ul style="list-style-type: none"><li>• Seeks, values and integrates others' opinions and contributions.</li><li>• Collaborates with colleagues to achieve shared objectives.</li><li>• Understands own responsibilities and how they add value for their team and customers/clients.</li><li>• Takes responsibility for their own role and objectives and supports others with theirs.</li></ul>

## 4. Control environment

Proactively identifies and monitors risk. Takes accountability for mitigation by understanding risk drivers, escalation and careful adherence to the bank's policies, procedures and practices.

### What does this look like?

CAPABILITIES	BEHAVIOURS
Building an effective Control environment	<ul style="list-style-type: none"><li>Understands the importance of risk and control to the bank and the framework within which it manages risk.</li><li>Understands and operates the processes and relevant risks and controls in their business areas effectively, and knows how their specific role fits into the broader business.</li><li>Understands personal responsibility for risk and control and seeks help if this is not clear.</li><li>Knows how to behave in a risk aware manner including what a risk event is, how to raise one and what to do if asked to do or witness something at odds with this.</li></ul>

## 5. Technical skills

At Barclays we have a hugely diverse range of opportunities, and each unique role requires different skills. Part of your interview will be dedicated to the role specific skills you'll need.

# Community banking only (1/3)

Within Community Banking, the technical skills questions could be aligned to any of the following:

TECHNICAL CAPABILITY	BEHAVIOURS
Digitaly Savvy	<p><b>BA2</b></p> <ul style="list-style-type: none"><li>• Keeps up to date with digital services, products and technology and utilises this knowledge to fully support customer (or peer or colleague).</li><li>• Confidently demonstrates the alternative ways our customers can digitally purchase goods or services in a way that really engages the customer.</li><li>• Adapts language and complexity of message when explaining products or services to ensure customer understanding.</li><li>• Personally champions the digital agenda with colleagues and friends.</li></ul>
	<p><b>BA3</b></p> <ul style="list-style-type: none"><li>• Confidently discusses frequently used digital products and services and can match the benefits of these to the customer's specific needs.</li><li>• Anticipates future requirements of customers at different stages of the digital journey.</li><li>• Helps customers resolve issues and problems and knows where to direct them for support.</li><li>• Is able to clearly advocate and articulate the benefits of all digital offerings.</li></ul>
	<p><b>BA4</b></p> <ul style="list-style-type: none"><li>• Understands and applies knowledge of the existing and emerging digital and social trends and proactively shares this information to grow their community or Network.</li><li>• Communicates fluently and with expertise to help customers start, continue and build on their digital journey.</li><li>• Effectively coaches others (e.g. customers, colleagues or customers) to become fully confident with digital technology.</li><li>• Seeks out external best practice and pushes the boundaries on digital information.</li></ul>

# Community banking only (2/3)

Within Community Banking, the technical skills questions could be aligned to any of the following:

TECHNICAL CAPABILITY	BEHAVIOURS
Customer Obsessed	<p><b>BA2</b></p> <ul style="list-style-type: none"><li>• Establishes a warm and welcoming environment focused on the customer's agenda, using open, honest, 'jargon free' language.</li><li>• Uses questions appropriately to ensure customer needs are fully understood.</li><li>• Takes ownership of customer interaction, identifying improvements in service and escalating through relevant channels when appropriate.</li><li>• Keeps up to date with current services and solutions available, and uses this knowledge to provide customers with the relevant .</li></ul>
	<p><b>BA3</b></p> <ul style="list-style-type: none"><li>• Uses a range of techniques to establish a warm and welcoming environment whilst being focused on the customer's agenda.</li><li>• Uses rounded conversation to demonstrate understanding of customer's circumstances and needs whilst looking for ways to help the customer further.</li><li>• Uses knowledge of products and services to provide the customer with the most appropriate solution – refers to a specialist colleague when required.</li><li>• Explains in detail what is happening next and what the customer can expect to ensure customer experience is transparent.</li><li>• Takes ownership of any improvements needed to solutions and services and has the tenacity to move forward to resolution.</li></ul>
	<p><b>BA4</b></p> <ul style="list-style-type: none"><li>• Proactive in promoting the interests of customers – demonstrates they own it for the customer and encourages team members to do the same.</li><li>• Demonstrates commercial awareness of how external influences are impacting the customer and provides services and solutions that help.</li><li>• Is able to manage and develop special relationships with customers whose needs are more unique and complex and provide relevant solutions.</li><li>• Where improvements are needed to drive customer satisfaction (or NPS if internal) is able to escalate and demonstrate personal ownership and passion to remove blockers at pace.</li></ul>

# Community banking only (3/3)

Within Community Banking, the technical skills questions could be aligned to any of the following:

TECHNICAL CAPABILITY	BEHAVIOURS
Planning and Organising	<p><b>BA2</b></p> <ul style="list-style-type: none"><li>• Plans effectively to enable the delivery of a better service to customers.</li><li>• Organises and schedules activities effectively to achieve tasks and objectives.</li><li>• Tracks their own progress against their objectives, taking personal ownership to overcome challenges against their progress.</li><li>• Maximises use of time through effective planning, not compromising on quality to meet a deadline.</li></ul>
	<p><b>BA3</b></p> <ul style="list-style-type: none"><li>• Uses a range of planning approaches and tools to organise, prioritise and schedule activities.</li><li>• Effectively adapts plans to accommodate changing circumstances and remains calm under pressure.</li><li>• Seeks the root cause of issues where plans go off track and takes action to address.</li><li>• Benchmarks personal performance against key performance indicators and sets themselves appropriate short term goals.</li></ul>
	<p><b>BA4</b></p> <ul style="list-style-type: none"><li>• Is able to identify and prioritise longer term activities needed to achieve business outcomes.</li><li>• Engages colleagues to help them understand both the short term and long term priorities and the part they can play.</li><li>• Takes a lead role in shaping and delivering a business need, goal or objective e.g. the community engagement plan.</li><li>• Is able to translate goals and strategy into business goals and outcomes.</li></ul>